

OFFICE OF TRAINING BULLETIN

Number 60



October 1961

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STUDIES IN INTELLIGENCE -- FALL ISSUE

The fall issue of Studies in Intelligence, to be distributed early in November, will contain three articles on subjects of a type not previously broached in the journal. One of these reviews the role of intelligence in our current cosmonautical struggle with the Soviet Union, presents in some detail the case history of our reconstruction of Soviet space payload capability, and projects space missions of the future. Another is concerned with combat intelligence, not theory and doctrine but the relative value of sources available in battle to military intelligence officers at all levels. The third, by an amateur cryptanalyst, takes us through the intricacies of a highly developed agent cipher, that used by Reino Hayhanen, the defector who put the finger on Colonel Rudolph Abel.

Other articles probe further into the problem of defectors and into that of anticipating Soviet scientific advances. Another, adapted from a recent FI paper, reviews the peculiarities of the one-man clandestine field post. A memorial to Walter Bedell Smith heads the unclassified annex. There are three letters to the editors with thoughtful criticism of material previously published, and the book review section is unusually discursive.

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SELF-IMPROVEMENT PROGRAM OF ACADEMIC STUDIES

Responses to the proposal for an academic studies program which was announced in the preceding issue of the OTR Bulletin are continuing to be received from employees interested in self-improvement on an after-hours basis at the new building. It is highly probable that the first course which can be offered officially will be in the political science field, under auspices of the George Washington University's College of General Studies. Before establishing an off-campus program, local university authorities have recommended that the Agency ascertain the measure of concentration by academic fields so that the university may get some index of probable continuing need, before contracting for instructors. At this early stage of inquiry, it can be reported that Agency employees have indicated preferences in this order: political science, business and public administration, mathematics, English, economics, languages, accounting and psychology. There is a smattering of requests for courses in other academic fields. Except for the first-named, the numbers of employees expressing interest are not sufficient as yet to justify assuring a university coordinator that a class can be formed. Employees are encouraged, therefore, to continue submitting indications of interest. Those who have already done so may keep posted on developments by calling the Admissions and Information Branch in the Registrar's Office. As soon as enough tentative applications have been tabulated and identified with a particular course, further information will be communicated directly to inquirers by the Registrar Staff/OTR. Based on reconfirmations of sincere intent at that time, arrangements can then be made to obtain a course instructor and announce details of registration.

25X1A For an expression of interest we are again including facsimiles of the survey sheet which appeared in the August Bulletin. Your interests will also be represented by furnishing the Admissions and Information Branch by informal memo, telephone, or personal visit:

1. the specific course which you would like to attend for which you are academically qualified;
2. your personal preference for having the course conducted either by the College of General Studies of George Washington University or by the School of International Service or School of Business Administration or School of Government and Public Administration of American University;
3. a telephone extension by which you can be reached for follow-up data.

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SELF-IMPROVEMENT PROGRAM OF ACADEMIC STUDIES (cont.)

It appears unlikely that "consumer demand" for institutions other than George Washington University and/or American University will develop in time to effect arrangements for participation in an off-campus program next winter. Those employees who have already indicated preferences for taking course offerings of Catholic University, University of Maryland and other schools will be recanvassed by the Admissions and Information Branch for alternate choices.

Tuition costs in recent years have continued to increase, but the charge to the individual employee by either GWU or AU will definitely be less than that for the corresponding course taken on campus. Dean Robert Eller of George Washington University has suggested a probable tuition fee of \$20.00 per credit hour. Those who elect to audit will be charged the same as the regular fee. For non-credit courses, such as Gregg Notehand for executive personnel or Basic English in preparation for English I, the normal fee is \$30.00 per course. Fees for American University courses may be slightly higher.

Qualified Agency personnel with experience in an instructional capacity at either GWU or AU are encouraged to communicate with the Registrar/OTR if they are interested in, and available for, conducting a course in this off-campus program.

Admission of dependents to courses at the new building will be governed by applicable regulations of the Office of Security. Prospective students or instructors are reminded that personal cover considerations will preclude participation of some Agency persons because these courses will be especially identified for CIA personnel; those persons so prohibited are encouraged to consult the Registrar for alternate opportunities to engage in self-improvement courses in the Washington metropolitan area.

OTR OFFERS CORRESPONDENCE COURSE IN WRITING

The August Bulletin contained a description of a Basic Writing Correspondence Course being offered by OTR's Intelligence School. This course is open to any Agency employee whose job entails writing. A dozen employees, representing the Agency's three major components, have already enrolled in the program. One week is allowed for completion of each of the nine units. In each unit a student works on two items for which the groundwork has been prepared: revision of a theme which was previously submitted and preparation of a new theme based on an outline already submitted by the student. Two new items are also included in each unit: an outline for the next theme and a sentence exercise.

A form 73, Request for Internal Training, is used for registration. Questions on course content, however, should be directed to

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COUNTRY SURVEY ON U. S. S. R. SCHEDULED

From 23 October through 3 November the School of International Communism will conduct a full-time, two-week Basic Country Survey on the U. S. S. R. This is a biannual presentation and is designed for employees whose duties require a comprehensive knowledge of the region. Lectures by members of the SIC Staff and other Agency officials cover Communist doctrine; the historical development of Czarist Russia and the U. S. S. R. ; the geography and natural resources of the country; the role of the Communist Party; and the structure and activities of the Soviet Government and its military, economic, and scientific capabilities. There are also lectures on current practices and problems of the Soviet Union.

25X1A Classes meet from 8:30 to 5:00 in room 2241 R&S Building. Supplementary information on the course may be obtained from the Chief Instructor, [REDACTED]

INTELLIGENCE PRODUCTS EXHIBIT OPEN TO AGENCY EMPLOYEES

Agency employees are invited to attend the next Intelligence Products Exhibit on Wednesday, 8 November, from 9:45 to 12:00 in the R&S Auditorium. As part of the Intelligence Orientation Course, which is scheduled to begin on Friday, 3 November, the Exhibit gives employees a first-hand view of samples of intelligence documents issued by various DD/I Offices. Copies of such items as National Intelligence Surveys, National Estimates, weekly and monthly current intelligence summaries, and reports covering science, technology, photography, economics, geography, are displayed; and intelligence research facilities are explained. Representatives from DD/I Offices are on hand to discuss the capabilities and functions of their particular offices and to answer specific questions.

Employees should be aware of the fact that the Intelligence School regularly invites representatives from the USIB to this Exhibit.

OFFICE OF THE COMPTROLLER POSTPONES COURSES

25X1A The Office of the Comptroller has postponed the two courses it had scheduled for the Fall of 1961 -- Cost Principles and Budget Formulation. Both will be rescheduled in early 1962, and announcements of the new dates will be published in the Bulletin and in Comptroller notices. The Comptroller Training Officer [REDACTED] should be contacted for additional information. He is on e

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INTERPRETING FOREIGN CULTURES: CLUES FOR ANALYSIS AND OPERATIONS

The Agency now has the first portions of a Human Relations Program as a contribution to employees who seek to improve their personal and professional effectiveness. It is fully recognized that conscious and informed conduct of our personal relations with other people can greatly increase our effectiveness. The need for and value of awareness and knowledge are even greater when interpreting or working with people of other cultures. Moreover, it also is recognized that most individuals have large reservoirs within them of virgin talents that can be activated to bring about greater effectiveness. This program is a contribution to employees who desire clues to increase their effectiveness through better understanding of the people of other cultures and of the nature and significance of their behavior.

A NEW COURSE, introducing the Human Relations Program, has been developed by the Language and Area School of the Office of Training. It is designed for experienced employees with cross cultural responsibilities. Most of our jobs today do have cross cultural implications, and day by day cross cultural understanding becomes more important to our effectiveness. Better international understanding is imperative for operations, and clues to its approach as an aid in operations are being introduced into training programs by many agencies, public and/or private, with interests abroad. The importance of our Agency's mission dictates all possible sophistication, and this new course aims to provide sophistication in the area of inter-cultural relations.

This course deals with cultures -- the cultures of peoples, of societies, of individuals. It deals with cultures because, thus, we can find the keys to people we want to influence. And this is necessary because maximum success depends on understanding and approaching them according to their values represented by their cultures. George Bernard Shaw said, "Religion is a great force. *** But what you fellows don't understand is that you must get at a man through his own religion, and not through yours." The same is true with peoples and cultures. They can be understood, and influenced, and manipulated only in relation to their values and their modes of behavior -- not in terms of ours. These values and behavior are products of their cultures. Moreover, we can bring their values and motivations into effective tune with our own, and we can effectively harness their behavior, only if we understand the relationship between their values and motivations and the companionate factors in our own culture. For this reason, we need to understand not only other cultures and people, but also our own cultures and ourselves as individuals. Consequently, this program considers all of these -- and something of the inter-relationships.

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INTERPRETING FOREIGN CULTURES: (cont.)

The emphasis throughout is pragmatic. Focus is on only those significant aspects of culture related to effective professional activity. Moreover, the program is designed for, and directed to only individuals who possess, and presumably have demonstrated by empirically guided wisdom, talents for effective professional performance, and who are qualified to add sophistication that can be derived from awareness of factors controlling effectiveness in inter-cultural relations.

Although this course is presented only for the experienced person, it is nevertheless introductory in character, broad in scope and general in application. It does not deal with specific and selected cultures except as these provide illustrative material; specific application of the principles and concepts of this course in relation to specific countries is provided by short "companion courses" that follow this course. In the course herein discussed, the intent is to provide guidelines for individual development of ability to analyze a particular culture and to learn to manipulate cultural factors for operational purposes.

INTERPRETING FOREIGN CULTURES: CLUES FOR ANALYSIS AND OPERATIONS is the title of our new course. It runs full-time for two weeks, and packs a liberal education in behavioral sciences into the ten short days. In addition to scheduled sessions, a moderate amount of support reading is expected. The course is designed only for people who have had a substantial experience working abroad (not just travel) or interpreting foreign events -- as a base of reference for capturing the perspectives of the course. In fact, experience has demonstrated that the personal value of the course increases with extensiveness of successful experiences abroad. A behavioral or social science background is an asset but not an essential. Grade and age of themselves are not important.

Purpose and Scope: INTERPRETING FOREIGN CULTURES is designed to increase effectiveness through better understanding of foreign cultures; that is, to broaden perspectives, to relate ourselves to our own culture, and our culture to those of the world in a realistic and highly practical fashion. The course is suitable for executives, administrators, analysts, personnel officers, interpreters of current events and perhaps most especially, overseas employees.

Content. The subject matter embraces a rich variety of approaches to the problem of increasing human understanding. Our lectures on the ethnic and psychological characteristics of man and the nature and structure of societies present the most essential and up-to-date facts that modern behavioral science can offer. The many intriguing aspects of social communication are explored by an international authority with a flair for entertainment. As an undeniable prerequisite to professional effectiveness,

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INTERPRETING FOREIGN CULTURES: (cont.)

personal mental and physical adjustment to life and work is given a new approach with insights derived from ecology, psychology, psychiatry and medicine. This is important for supervisors, as well as individuals, who must understand the extra-professional elements of effectiveness, the nature of and antidotes for "culture shock," and the breadth of opportunities for increasing efficiency of oneself and of personnel under one's supervision.

One's own culture is the lens through which one views another -- so goes one of the most oft-quoted phrases in anthropology. It follows then, that for objective cross-cultural understanding, we must examine the characteristics of our lenses. This we do in an analysis of one of the most complex and paradoxical societies in the world -- that of the United States and its citizenry. This is done by examination of American institutions and thought, the American National character, and foreign images of Americans. Following this we are given opportunity to gain insights and different perspectives from the experience of others, as representatives of overseas civilian activities discuss the problems and techniques of their own overseas operations. Concern here is focused on problems and techniques of institution building and administration overseas, of diplomacy and negotiations, and of cross-cultural conferences. Under the heading, "The Challenge to Americans," emphasis is directed toward the operational importance abroad of attracting intellectual respect and confidence of those whom one encounters, and on guides for responding to the friendly and antagonistic inquisitor. And finally, the entire material of the course is brought to bear on the practical consideration of the whole gamut of human characteristics of personal and professional effectiveness and on guidelines for applying personal talents in inter-cultural situations. The course concludes with suggestions for a Personal Program for experimentation in developing talents of inter-personal and inter-cultural relations.

Lectures are the mainstay of the course. Our roster of speakers --- some with international reputations and all with outstanding knowledge and stimulating delivery -- is our pride and joy. All speak with the authority of their professional specialties, of vital concern for the focus of this course, and of experiences in many different foreign cultures.

Library references are basic to the course, and a basic program of reading is recommended.

Discussion, structured and guided, is the main treatment of some (pre-assigned) topics. Informal discussion time is allotted after each lecture and film showing.

Films, excellent documentaries, present and/or illustrate some of the course content. The more lengthy and spectacular films are offered on a voluntary basis during the lunch hour.

INTERPRETING FOREIGN CULTURES: (cont.)

Case Studies, in which teams make oral reports to the class, give each student an opportunity to demonstrate initiative and enterprise in planning class-cultural relations.

Date: Plans are under way for an early 1962 running of the course.

AGENCY EMPLOYEES INVITED TO COMMUNICATIONS EXHIBIT

25X1 We wish to remind employees that the Office of Communications Exhibit is scheduled for Thursday, 19 October, (OTR announced it in Special Bulletin from 10:00 a.m. to 3:30 p.m. in the R&S Auditorium. Admission is by Agency badge.

OC has arranged to display conventional and unconventional communications equipment and will also feature some of its capabilities at Headquarters and in the field for the support of staff and other communications requirements.

REGISTRATION OF DEPENDENTS IN AREA AND LANGUAGE COURSES

As means of simplifying procedures for registering dependents of Agency employees in area or language courses, Training Officers are asked to forward a Form 73, Request for Internal Training, to the Admissions and Information Branch/RS/TR instead of a memorandum of request. Only items 1, 7, 8 and 12 on the Form 73 have to be completed - Name of Dependent (example: Mrs. John F. Smith (Mary A.)); Courses Requested; Destination of Agency Employee; and Signature of Training Officer (on both copies).

Area orientations ("Americans Abroad") are scheduled on request. When a suitable date for a particular region or area has been agreed upon, the Admissions and Information Branch notifies those Training Officers who have indicated a special interest in the subject area. This is done so that individuals from other offices may have an opportunity to attend. Questions on registration of dependents should be directed to AIB,

NOTE: AAO's are held in the Washington Bldg. Annex of Arlington Towers. This building is in the southeast section of the Towers; the Annex - a sub-structure faced with white concrete - is in the southeast corner of the building. The entrance faces Arlington Blvd. Training Officers are requested to remind students of the above location in the Towers.

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PRETESTS FOR WRITING WORKSHOPS

The Writing Workshop pretest is scheduled for the following dates:

<u>1961</u>	<u>1962</u>
6 Nov	22 Jan
11 Dec	26 Feb
	26 Mar
	30 Apr

Tests are given in Room 1331 R&S Building, starting at 1:30 p.m. Training Officers register their employees by calling [REDACTED] The Admissions and Information Branch/RS/TR forwards results of the tests to Training Officers.

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NOTE: This pretest is not required for admission to the Basic Writing Workshop -- only for the intermediate and advanced.

REMINDER TO TRAINING OFFICERS

Training Officers are reminded that an up-to-date medical evaluation is one of the requisites for admission of a student to courses of an operational nature conducted [REDACTED] A Request for Medical Evaluation (Form 259) should be forwarded to the Medical Office in advance of the starting date of the course. The block entitled "Special" should be checked and a statement "Evaluate for Training" should be added, with the course title and starting date immediately following. Reports of these evaluations are transmitted directly to the Admissions and Information Branch/RS/TR by the Medical Office.

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CLERICAL SKILLS QUALIFICATION TESTS

Clerical Training Faculty/TR will conduct the Skills Qualification Tests in shorthand and in typing on 23 October, 13 November, 27 November and 18 December for employees who have to meet the Agency's required standards in these subjects. Tests will be given in room 508, 1016 16th Street. Typing starts at 1:15 and shorthand at 2:00. To register their employees, supervisors or Personnel Officers should call Clerical Training [REDACTED]

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Results of these tests are forwarded to the Personnel Officers by Clerical Training.

TOASTMASTERS CLUB

YOU! - YOU!! - and YOU !!! Certainly each of you is interested in getting ahead? Perhaps the raw material, the individual, needs just a little polish to achieve that certain quality which means the difference between advancement or stagnation.

Did you sign a paper which stated that you are willing to serve anywhere, anytime? Are you prepared? Be a credit to your Office, your Agency and the Federal Service.

Let the Toastmasters Club help you develop your self-confidence: Enhance your ability to think, to reason to direct conclusion, and to see both sides of a question clearly. Learn the art of constructive criticism of others and how to profit by such criticism yourself.

Yes, the Toastmasters Club can really do these things, and even more, for each of you. The requirements are small indeed in consideration of the personal benefits to be gained. You will need a firm desire to do something to improve yourself. You must be willing to put forth just a little more effort than your co-worker. You will have to give up one lunch hour each week.

The Basic Training Program of the Club requires the completion of twelve speech experiences which are an introduction to public speaking and an aid toward greater personal development. Weekly meetings are arranged to provide opportunities for all members to participate in the program as presiding officer, toastmaster, evaluator or timekeeper. Most members obtain leadership experience through their service as a club officer or member of a committee. The "Toastmaster" learns to work with others, to evaluate and to accept merited criticism, and to listen and to speak more effectively.

The Toastmasters Club is open to all employees who are interested in learning how to express themselves more effectively. Meetings are held at noon on Wednesday of each week in room 1402 Eye Building. Call extension for additional information.

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ENZYMES: An Illustration of Programmed Instruction

Programmed instruction -- or programmed learning -- is a high-speed teaching technique which psychologists and educators have been developing for several years. It has recently enjoyed some important successes in the classroom and in industry and is currently being adapted for use at advanced levels.

Programmed instruction provides the student with some of the advantages that he would have if he had a private tutor. The tutor starts with what the student already knows; he provides the student information in small steps and in such a way that he leads him to increasingly higher levels of achievement; he requires the student to demonstrate that he understands every new step; he gives him hints of the right answers when the student hesitates; he approves the student's performance when he does well; and he considers it his own fault when the student fails. Programmed instruction recognizes the importance of this individualized approach to teaching. It is distinguished from all other self-instructional methods -- such as workbooks and language records -- by being more successful in providing the student the sort of help he would get from a tutor. Further details about this new teaching technique may be found in two Bulletin articles -- "Report on a New Teaching Method" and "Programmed Learning: Answer to the Crowded Classroom" 25X1

On the next few pages you will find an example of programmed instruction. It is very short (only 37 frames) but will perhaps give you a better idea than would further description of the nature of this new teaching method. Notice that you do not need a machine to take this program. The machine is mainly useful for turning pages, preventing the student from peeking ahead to the answers, and keeping a record of what he does. If the instructor is willing to do without these advantages he may prepare his material in book form like this.

This program is in a format known as a "programmed text". It is not like an ordinary textbook. You start at the top of page 1, but instead of moving down the page, you should turn at once to page 2, then page 3, keeping on the top level. You should then return to page 1 and work your way through the second level. Continue in this way, through and down one level at a time, until you come to the bottom of page 3. You then turn to the next page, turn the book upside down, and begin again, this time on pages 4, 5, and 6. Some of the questions in the program will require you to write an answer. Other questions are to be answered orally, by saying the answer to yourself. The questions where you are to say the answer are followed by the word "say" in parentheses. When there is no special instruction the answer is to be written. You will find the correct answer in the space to the left, on the same page with the next question.

ENZYMES (Cont.)

You may find that some of the material which is covered is already familiar to you, particularly at the beginning. Please go through it anyway. The program builds upon what you know and by degrees advances towards increasing levels of complexity.

Taking this very short course on enzymes can only introduce you to the nature and possibilities of programming. Like most of the programs becoming available commercially, this sample aims at teaching a verbal skill -- in this case, thinking and talking and writing about enzymes. But there are programs designed to teach such other skills as tracking hostile aircraft on SAGE equipment, operating an IBM key punch machine, and trouble shooting complex electronic apparatus. Such programs can make use of drawings, photographs, oscilloscopes, magnetic tapes, and an endless variety of devices. You should therefore guard against concluding that every program is as simple as this one.

As you examine this sample program, you should also realize that not every program leads all students through the same series of small steps. In addition to the "programmed text", there is also the "scrambled book". Unlike the programmed text, the scrambled book presents one or more paragraphs of information and then, rather than having the student fill in blanks, he is required to answer a question based on the central ideas which these paragraphs contain. The student is given a choice of several answers, purposefully prepared to reflect different levels of understanding of the material. The less-prepared student may then be "branched" to a sub-program for more information or practice.

Following the program on enzymes, you will find a list of programs which either are, or shortly will be available for purchase on the open market. The list does not include programs -- and there are a good many -- which are being used for research purposes. Although most of these are programmed texts, you will find several scrambled books among them.

We hope that you will enjoy going through the programmed instruction on enzymes and that it will arouse your interest in looking further into the interesting possibilities of this technique in learning. If you have suggestions for the application of this technique to Agency training problems, or if you have any questions regarding the listed programs, call John

OTR Intelligence School,

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TURN TO PAGE 2

2. changed	3. If a substance is _____ or _____ during a chemical reaction, then it is not a catalyst.
5. organic chemist	6. Similarly, compounds that contain carbon are called organic _____.
8. catalyst	9. Since a _____ is not consumed or changed in the reaction which it accelerates, it can perform its function over and over again.
11. carbon	12. Alcohol is a substance which contains carbon and is therefore an _____ compound.
14. (1) Accelerate a chemical reaction (2) consumed or changed in the process	15. Oxygen speeds up burning and burning is a chemical reaction. Why then is oxygen not a catalyst?
17. organic	18. Why is carbon dioxide an organic compound? (say)

21. organic compound

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22. What is the name of the branch of chemistry that deals with carbon compounds? (say)

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24. A substance which accelerates a chemical reaction without itself being consumed or changed in the process.

25. A substance which contains carbon is an organic substance. If a catalyst contained carbon, it would be an _____ catalyst.

← BACK TO PAGE 4

27. A catalyst which contains carbon

28. An organic catalyst is called an enzyme. An enzyme is defined by three conditions: (1) It contains the element _____. (2) It _____ chemical reactions, and (3) It is not _____ or _____ in the process.

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30. enzyme

31. An _____ differs from other catalysts in that it contains _____.

← BACK TO PAGE 4

33. enzymes

34. A substance is an enzyme if it satisfies three conditions (say):
(1)
(2)
(3)

← BACK TO PAGE 4

36. catalyst, enzyme

37. Define an enzyme (say)

← BACK TO PAGE 4

1. A substance which accelerates a chemical reaction without itself being either changed or consumed in the process is called a catalyst. It follows that if a substance is consumed in a reaction, then it is not a _____.

TURN TO PAGE 3 →

3. changed, consumed

4. A _____ accelerates a chemical reaction without itself being changed or consumed in the process.

6. compounds

7. What is a special characteristic of organic compounds? (say)

9. catalyst

10. _____ chemistry deals with the study of carbon compounds.

12. organic

13. A catalyst will _____ a chemical reaction without being consumed or changed in the process.

15. It is consumed or changed in the process

16. The branch of chemistry concerned with carbon compounds is called _____.

18. It contains carbon

19. A substance which accelerates a chemical reaction and comes out unchanged at the end is a _____.

20. (1) accelerates a
chemical reaction
(2) is not consumed or
changed in the process

21. Carbon dioxide is an example of
an _____
found in the atmosphere.

23. The branch of chem-
istry that deals with
compounds containing
carbon.

24. Define a catalyst. (say)

26. catalyst, carbon

27. What is an organic catalyst? (say)

29. catalyst

30. The correct technical name
for an organic catalyst is _____.

32. organic catalyst

33. Organic catalysts, or _____,
accelerate chemical reactions in living
tissue.

35. Enzymes acceler-
ate digestion.

36. If a substance speeds up a chemical
reaction without being changed or consumed
in the process, but does not contain carbon,
then it is a _____ but not an
_____.

conditions:
(1) It accelerates a reaction, and (2) It is not _____ or consumed in the process.

← BACK TO PAGE 1

4. catalyst

5. The chemistry of compounds that contain carbon is called organic chemistry. We could, for example, say that a chemist who studies compounds containing carbon would be an _____.

← BACK TO PAGE 1

7. They contain carbon.

8. A substance which accelerates a chemical reaction and also comes out unchanged at the end is called a _____.

← BACK TO PAGE 1

10. organic

11. An organic chemist specializes in the study of substances containing _____.

← BACK TO PAGE 1

13. accelerate

14. There are two conditions a substance must satisfy to be a catalyst:

- (1) It must _____ (complete the statement.)
(2) It must not be _____ (complete the statement.)

← BACK TO PAGE 1

16. Organic chemistry

17. A substance that contains carbon is an _____ compound.

← BACK TO PAGE 1

19. catalyst

NOW TURN TO THE NEXT PAGE AND THEN
TURN THE BOOK UPSIDE DOWN

CONTINUE HERE

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20. A catalyst is a substance which
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(1) _____ (complete the
statement) and (2) _____
(complete the statement).

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22. organic chemistry

23. What is organic chemistry? (say)

25. organic

26. An organic _____ is a
catalyst which contains _____
_____.

28. (1) carbon
(2) accelerates
(3) changed, consumed

29. An enzyme is a _____
which contains carbon.

31. enzyme, carbon

32. An enzyme is an _____
_____.

34. (1) It accelerates
a chemical reaction
(2) It is not changed or
consumed in the process
(3) It contains carbon

35. Digestion is a process of chemical
reaction. What effect do enzymes have
on digestion? (say)

37. An enzyme is an organic
catalyst.

END OF PROGRAM

SELF-TEACHING TEXTS PUBLISHED OR SOON TO BE PUBLISHED

All of the programs in this list, except those published by Doubleday, are of the "linear" type. This means that the program takes each student through the same, carefully constructed series of small steps, each building on the previous ones. The more capable, or the better prepared student simply goes through the program more quickly. The Doubleday programs are of the "branching" type. In contrast with the linear program, branching programs are designed to let the better student skip portions of the program he doesn't need. Larger steps and multiple choice questions are used instead of the small steps and written-in answers found in the linear programs. Under the column "Hours to complete" an attempt has been made to indicate the length of the program. In only a few cases is the range of time required to complete the program known exactly, so the estimates given are only "rules of thumb". They should not be taken too literally. If you are interested in a high school level subject -- or even a subject written for the grades -- do not necessarily let your present status deter you. The levels given are intended to suggest the level for which the program is written, but if you do not know the subject, there is no basic reason why you shouldn't be able to learn it from such a program. On the other hand, a young child should not, of course, be expected to manage a high school or college level course.

The programs available from the Center for Programmed Instruction and from Science Research Associates are still undergoing revision and are not in as finished a form as those available elsewhere. The Doubleday, McGraw-Hill, and Harcourt Brace books may be found, or ordered, through local bookstores. All others should be ordered directly from the publisher.

<u>MATHEMATICS</u>	<u>Complete</u>	<u>Level</u>	<u>Price</u>	<u>Pub.</u>	<u>Available</u>
Addition and subtraction	25-30	1st Gr	\$15.00	TMI	Dec '61
Multiplication and division	25-30	3rd Gr	\$15.00	TMI	Now
Decimals	15-20	4th Gr	\$15.00	TMI	Now
Fractions and squares	-----	6th Gr	\$15.00	TMI	Dec '61
Introductory probability	2-3	Jr HS	\$ 2.00	SRA	Fall '61
Prime numbers and factoring	2-3	Jr HS	\$ 2.00	SRA	Fall '61
Non-metric geometry	2-3	Jr HS	\$ 2.00	SRA	Fall '61
Fundamentals of algebra I	15-25	HS	\$10.00	TMI	Now
Fundamentals of algebra II	35-50	HS	\$15.00	TMI	Sept '61
Adventures in algebra	15-25	HS	\$ 4.95	DD	Now
First year algebra (1 yr. course)	75-80	HS	\$13.25	EBF	Now
Second year algebra (1 yr. course)	75-80	HS	\$13.25	EBF	Now
Plane geometry (1 yr. course)	75-80	HS	\$19.75	EBF	Now
Trigonometry (1 sem. course)	35-40	HS	\$13.00	EBF	Now
Trigonometry: a practical course	15-25	HS	\$ 4.95	DD	Now
Solid geometry (1 sem. course)	35-40	HS	\$10.00	EBF	Feb '62
College preparatory mathematics (1 sem. course)	-----	HS	\$10.00	SRA	Fall '61
Logarithms and scientific notation	6-8	HS	\$ 2.50	SRA	Fall '61
Arithmetic of computers	15-25	HS	\$ 4.95	DD	Now
Practical mathematics	20-30	HS	\$ 6.00	DD	Feb '62
Introductory statistics	20-25	HS	\$15.00	TMI	Now
Personal tutor in algebra (1 yr. course)	6 weeks	Coll	\$ 5.50	NTM	Now
Field axiom algebra (1 yr. course)	80-85	Coll	\$ 7.30	EBF	Now
College trigonometry (1 sem. course)	40-45	Coll	\$ 7.00	EBF	Feb '62
Analytical geometry (1 sem. course)	40-45	Coll	\$ 7.00	EBF	Feb '62
Introductory calculus I (1 yr. course)	80-85	Coll	\$ 7.35	EBF	Now
Introductory calculus II (1 sem. course)	40-45	Coll	\$ 7.50	EBF	Nov '61
Intermediate calculus (1 sem. course)	40-45	Coll	\$ 7.00	EBF	Feb '62
Differential equations (1 sem. course)	40-45	Coll	\$ 7.00	EBF	Feb '62

<u>PHYSICS</u>	<u>complete</u>	<u>Level</u>	<u>Price</u>	<u>Pub.</u>	<u>Available</u>
Kinematics	4-5	HS	\$ 2.00	CPI	Fall '61
Vectors	8-10	HS	\$ 2.00	CPI	Fall '61
Dynamics	4-5	HS	\$ 2.00	CPI	Fall '61
Projectile motion	8-10	HS	\$ 2.00	CPI	Fall '61
Centripetal acceleration and centripetal force	4-5	HS	\$ 2.00	CPI	Fall '61
Simple harmonic motion	4-5	HS	\$ 2.00	CPI	Fall '61
Kinematics and dynamics of solar system	4-5	HS	\$ 2.00	CPI	Fall '61
Momentum	12-15	HS	\$ 2.00	CPI	Fall '61
Fundamentals of electricity D. C.	15-20	HS	\$15.00	TMI	Now
Introduction to electronics	15-25	HS	\$ 4.95	DD	Now
Basic theory of transistors	15-25	Coll	\$15.00	TMI	Dec '61
<u>OTHER SCIENTIFIC SUBJECTS</u>					
Chemistry					
Classification of matter	2-3	HS	\$ 1.75	CPI	Fall '61
Symbols, formulas, equations and related problems	3-5	HS	\$ 1.75	CPI	Fall '61
Gases	3-5	HS	\$ 1.75	CPI	Fall '61
General Science	----	Jr HS	\$15.00	TMI	Dec '61
Analysis of behavior (psychology)	15	Coll	\$ 5.95	MH	Now
The slide rule	15-25	Jr HS	\$ 4.95	DD	Jan '62
How to use a slide rule	6-8	HS	\$ 2.50	CPI	Fall '61
<u>FOREIGN LANGUAGES</u>					
Basic Russian reading	18-20	4th Gr	\$15.00	TMI	Now
Basic Spanish reading	17-30	4th Gr	\$15.00	TMI	Now
Basic German reading	17-30	4th Gr	\$15.00	TMI	Now
Basic French reading	17-30	4th Gr	\$15.00	TMI	Dec '61
Modern Hebrew: basic reading	8-12	4th Gr	\$10.00	TMI	Now
Introductory Spanish (South American)	20-65	HS	\$19.75* \$64.75**	EBF	Now
Spanish A (Castilian)	50-85	HS	\$29.95* \$200.00**	EBF	Now
German A	40-70	HS	\$33.75* \$115.00**	EBF	Now
French phonetics	14-16	HS	\$ 7.70* \$42.30**	EBF	Now
Latin	3-4	HS	\$ 3.00	CPI	Now

<u>ENGLISH</u>	<u>Hours to complete</u>	<u>Level</u>	<u>Price</u>	<u>Pub.</u>	<u>Available</u>
Developmental reading	1-2	3-9 Gr	\$ 0.80	CPI	Fall '61
Contextual cues					
Phonetic analysis	6-8	3-9 Gr	\$ 3.00	CPI	Fall '61
Structural analysis	6-8	3-9 Gr	\$ 3.00	CPI	Fall '61
Comprehension skills	-----	3-9 Gr	-----	CPI	Fall '61
Spelling	12-24	3-9 Gr	\$12.50	TMI	Now
Punctuation	8-12	Jr HS	\$10.00	TMI	Now
English 2600	20-30	Jr HS	\$ 2.60	HB	Now
Vocabulary building	20-30	8th Gr	\$ 7.50	CPI	Fall '61
Spelling	20-30	HS	\$ 3.00	CPI	Fall '61
 <u>MISCELLANEOUS</u>					
Time Telling	6-8	1st Gr	\$ 7.50	TMI	Oct '61
Fundamentals of music	6-8	4th Gr	\$10.00	TMI	Now
Constitution (of the U. S.)	8-10	HS	\$ 3.25	CPI	Fall '61
Elements of bridge	15-25	HS	\$ 4.95	DD	Now
Practical Law	15-25	Adult	\$ 4.95	DD	Oct '61
Parliamentary procedure	15-25	Adult	\$ 4.95	DD	Feb '62

Key to Publishers:

CPI : Center for Programed Instruction, 365 West End Avenue,
New York 24, N. Y.

DD : Doubleday. (Books may be obtained from local bookstores.)

EBF : Encyclopaedia Britannica Films, 1150 Wilmette Avenue,
Wilmette, Ill.

HB : Harcourt, Brace & Company. (Available through local
bookstores.)

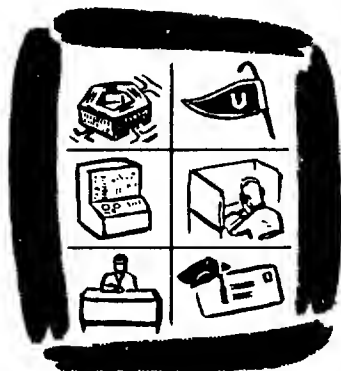
MH : McGraw-Hill Book Company, Inc. (Available through local
bookstores.)

NTM: National Teaching Machines, Box 4016, El Paso, Texas

SRA : Science Research Associates, 259 East Erie Street,
Chicago, Ill.

TMI : Teaching Materials Corporation, 575 Lexington Avenue,
New York 22, N. Y.

NOTE: The sample program and list of programs are unclassified and
may be removed for home use.



External PROGRAMS

In this section are summaries of selected external training programs and course offerings which we believe are of professional interest.

Information on curricula, requirements, tuition and other facts about a course can be obtained from the Admissions and Information Branch, [redacted] where a collection of catalogs, brochures, directories, and similar publications of major academic, commercial, and Government institutions is maintained.

The programs may be attended under Agency sponsorship, depending on budget considerations, benefit of the training to the Agency, and suitability of the training with respect to the individual's career development plan. Enrollment of employees in Agency-sponsored programs is arranged by the Chief, External Training Branch, ex-[redacted] Prospective trainees, supervisors, and Training Officers are asked not to communicate directly with the institution unless instructed by the Chief, External Training Branch to do so. In some cases of approved external training, the applicant may be asked to deal personally with the institution and make arrangements for his own enrollment.

For the person who takes a course of instruction at his own expense, and independent of the Agency's direction, interest, or sponsorship, enrollment is governed only by the Agency's security policy.

INSTITUTE ON AIR TRANSPORT MANAGEMENT - AMERICAN UNIVERSITY

The American University's School of Business Administration will conduct its fifteenth Institute on Air Transport Management 6-17 November 1961. The Institute will be held at the Downtown Campus, 1901 F Street, N. W.

An intensive study of trends and problems of commercial and military air transport will be made. The program will include lectures and discussions on: Government-Management Relations, Problems of Airline Management, and Problems of Coordinating Military and Civilian Operations. In addition, field trips will be made to the National Airport and to a C. A. B. hearing.

Copies of the schedule are available in the Admissions and Information Branch/RS/TR.

ELECTRONICS COURSES BY CORRESPONDENCE - PHILCO TECHNOLOGICAL CENTER

The Philco Technological Center, which is part of the Techrep Division of the Philco Corporation, has been licensed as a private correspondence school under the laws of the State of Pennsylvania. The Center has developed six specialized correspondence courses in three fields of electronics--semi-conductors, computers and radar:

Principles of Radar Circuits and Equipment (Course 100). This introductory course to the field of radar provides a detailed study of radar fundamentals. It has been prepared for those who have a good background in the fundamentals of electronics and who have had practical experience in that field. Completion of the course will provide a working knowledge of radar and qualify one as a radar technician. It is also recommended for persons engaged in radar work who desire a review of radar theory.

Radar Systems Principles and Practices (Course 101). This advanced course provides a comprehensive coverage of the field of radar. Extensive information is given on heavy ground, shipboard, and airborne radar systems. Lessons cover applications of radar systems and their relation to the radar organization of which each is an integral part. Examples of radar system design are studied, and system performance measurements are outlined. Target display is related to system design and performance. The major

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ELECTRONICS COURSES BY CORRESPONDENCE (cont.)

components of a radar system--transmitters, modulators, receivers, indicators, power sources, antennas, synchros and servomechanisms--are studied and then related to the complete system.

Transistor Principles and Practices (Course 103). This course provides the engineer and advanced technician with a working knowledge of transistors, transistor circuits, techniques, and procedures.

Introduction to Analog Computers (Course 104). This course is for those individuals who are experienced in electronics and desire to enter the analog-computer field. It provides a review of algebraic and trigonometric operations used in the course. The lessons are related to the mathematical functions performed by an analog computer and the mechanical, electromechanical, and electrical devices which perform these functions.

Analog Computer Systems (Course 105). This advanced course deals with the operations of analog-computer systems and the analog methods by which various problems are solved. The lessons cover the mathematical concepts of operational-notation and frequency-response analysis, simulation, computer testing, and solution of a number of problems in the fields of sonar, navigation, and fire control.

Automatic Digital Computers (Course 106). Upon satisfactory completion of this course, the student (1) understands over-all machine principles and concepts and is able to apply them; (2) is able to apply binary arithmetic and Boolean algebra; (3) has a working knowledge of binary and decimal computing circuits, storage elements, and techniques; and (4) is able to learn the operation and maintenance of any digital computer.

The Center is located at "C" and Ontario Streets in Philadelphia, Pennsylvania; but its representatives for this area have offices at 1707 H Street, N. W., Washington, D. C.

FOREIGN SERVICE INSTITUTE

Beginning dates (November 1961 - June 1962) of selected FSI courses are given below. For planning purposes, the Department of State should be advised by the Office of Training of candidates for these courses at least one month in advance of the beginning date.

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FOREIGN SERVICE INSTITUTE

Area Courses

Foreign Area Analysis (1 week)

27 November
22 January
19 March
14 May

Regional Seminars (2 weeks): Eastern Europe, Latin America,
Near East, Africa, South Asia, Southeast Asia, China, and North-
east Asia

4 December
29 January
26 March
21 May

Language Training

16-week Courses

6 November	French, German, Spanish
4 December	French, Spanish
2 January	French, German, Spanish
29 January	French, Spanish
26 February	French, German, Spanish
26 March	French, Spanish
23 April	French, German, Spanish
21 May	French, Spanish
18 June	French, German, Spanish

Others

29 January	Japanese at Tokyo (24 mos.)
29 January	Bulgarian, Chinese and Per- sian (10 mos.)
1 February	Amharic (11 mos.)
5 February	Arabic at Beirut

Mid-Career Course on Foreign Affairs (12 weeks)

2 January
2 April

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COURSES IN EDP -- THE PROGRAMMING AND SYSTEMS INSTITUTE

The Programming and Systems Institute (PSI), located at 1404 New York Avenue, N. W., offers courses in the field of computer programming. All of its instructors have been trained by the computer manufacturer.

The following courses are offered:

Concept of Computers (18 Hours)
IBM 1401 Data Processing System (72 Hours)
IBM 7070 (120 Hours)
Systems and Methods Course (120 Hours)
IBM Card 650 System (72 Hours)
IBM Advanced 650 Tape RAMAC (60 Hours)
IBM 305 RAMAC (72 Hours)
IBM Advanced 305 RAMAC (72 Hours)
IBM 1620 Data Processing System (60 Hours)

Two or three of these courses, depending upon requests received, are scheduled to begin each month. Day, evening, and Saturday classes are scheduled, with day and Saturday classes meeting from 9:30 a.m. to 4:30 p.m.; and evening, from 6:15 p.m. to 9:15 p.m., two nights per week.

In addition, PSI offers to its prospective students (at no charge) the Programmers Aptitude Test developed for IBM by the psychological Corporation of New York. This test is in general use throughout the nation.

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH -- CIVIL
SERVICE COMMISSION

The Civil Service Commission will conduct an Executive Seminar in Operations Research on 16 and 17 November 1961 at the Brookings Institution. Sessions are designed to provide a general exposure to management uses and potentialities of operations research and outline some of the techniques and approaches used in operations research activities.

Career executives in Grades GS-15 and above are eligible to attend. Deputy Directors will submit nominations to the Registrar/TR, who will then make a priority order of nominations for the Agency.

NON-CREDIT COURSES - SOUTHEASTERN UNIVERSITY

The Southeastern University, Washington, D. C., has expanded its curricula to include non-credit courses for adults who wish to pursue studies of a general education nature or who feel the need of specific practical training in fields of business enterprise. These courses are offered by the recently established Division of General and Continuation Studies.

The present curriculum of this Division is composed of the following courses:

- Preparation for College Studies
- Typing for College Students
- Effective Reading Skills and Rapid Comprehension
- Our Role in the Age of Automation
- Practical Salesmanship
- Modern Advertising
- Investing: Understanding the Stock Market
- Law for the Layman
- Principles of Real Estate I and II
- Real Estate Appraisal I and II

All classes meet between the hours of 6:00 and 10:00 p.m. for a total of 75 minutes one evening each week. Courses vary in length from 8 to 15 weeks.

Southeastern University now operates on a trimester basis. The trimester for the 1961-62 academic year are: 7 Sep - 22 Dec, 3 Jan - 13 Apr, and 30 Apr - 10 Aug.

SYMPOSIUM ON OPTICAL CHARACTER RECOGNITION - DEPARTMENT OF THE NAVY

The Department of the Navy has announced that a symposium on Optical Character Recognition will be held in the Department of the Interior Auditorium (C Street, between 18th and 19th Streets, N. W., Washington, D. C.) from 15-17 January 1962. It will be under the joint aegis of the Information Systems Branch, Office of Naval Research and the Research Information Center, National Bureau of Standards.

The symposium will bring together equipment specialists, scientists, and potential users who are interested in exploiting automatic character

SYMPOSIUM ON OPTICAL CHARACTER RECOGNITION (cont.)

recognition techniques. The program will consist of invited papers from individuals and organizations that are active in research and development efforts in the field. Presentations will cover available equipment, directions in current research, representative requirements of potential users, and a forecast of future progress. Demonstrations of optical character recognition systems in operations in the Washington area will be arranged.

Attendance is open to all interested technical and management personnel. Further information about the symposium program may be obtained from the Admissions and Information Branch, RS/TR, 2003 Barton Hall,

CORRESPONDENCE COURSES - DUN & BRADSTREET, INC.

The Business Education Division of Dun & Bradstreet, Inc., New York City, has developed these four courses for home study:

Credit and Financial Analysis,
Profitable Management for Small Business,
Financial and Credit Management for Electronics,
Personal Investment Course.

The Credit and Financial Analysis course, which is also available in Spanish, was described in the Jan-Feb 1961 issue of the Bulletin.

Profitable Management for Small Business is for owners and managers of small business who want to know how to increase their profits. The forty-three chapters which make up the course are divided into these thirteen study units:

Locating and Financing Your Business
Effective Selling
Sales Promotion and Advertising
Store Layout, Display and Design
Customer Services and Relations
Retail Credit and Collections
Merchandising: Buying and Pricing
Record Keeping
Controlling Costs
Personnel Administration
Administrative Management

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CORRESPONDENCE COURSES (cont.)

Meeting Changes and Competition
Tests of Efficiency

Financial and Credit Management for Electronics is designed for those in electronics industry, but the principles taught apply equally well to other fields of business and industry. The seventeen topics covered are:

Basic Factors Affecting Credit Policies in the Electronics Industry
Types of Credit, Instruments of Credit Used by Electronic Firms
Electronic Selling Terms
Background--Antecedents--Nature of Business
Forms of Business Organizations
The Trade and Bank Story
The Meaning of Financial Statements
Examination of Financial Statements
Accounting Procedures and Trial Balance Analysis
Internal Analysis
Comparative Analysis
Working Capital Analysis
Statement Analysis on the Basis of Sales
Sources of Information
Slowness and the Slow Account
Financial Embarrassments
Government Procurement Procedure

The Personal Investment Course was written for both new and experienced investors. The first ten units deal with investment opportunities and risks; economic and financial background for investment; facts about bonds, securities, common stocks, and other investment media. One unit goes into the procedures for "Developing an Individual Program;" another, "Some Typical Individual Portfolios" (case studies).

A fifth course, Sales Training, will be available in a few weeks. It will be designed for the professional salesman and will be based on the principles of motivation.

For those who are interested in additional information on the above, brochures describing the courses are available in 2003 Barton Hall.

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RECORDS MANAGEMENT COURSES -- NATIONAL ARCHIVES AND
RECORDS SERVICE

The Office of Records Management, National Archives and Records Service, has announced its seminar and workshop schedule for October and November 1961. The scheduled programs are:

Forms Analysis	30 Oct - 10 Nov
Source Data Automation	13 Nov - 17 Nov
Records Management Seminar	16 Oct - 24 Oct 13 Nov - 21 Nov

Forms Analysis is a two-week workshop for forms analysts and forms liaison personnel. It covers the basic principles of forms analysis and the reading, writing, transmitting, and filing of forms. Sessions cover charting and survey techniques, equipment considerations, and an introduction to source data automation. Classroom problems provide opportunity for practical application of principles and techniques learned.

Source Data Automation is a one-week seminar for management analysts, records officers, and supervisors of large paper work operations. Participants must be in grades GS-9 and above. The basic elements of automated paper work and the advantages of automating data at its source (or at earliest possible time in processing chain) are discussed. Ways of recognizing valid source data automation applications are illustrated. Sessions also cover the advantages and disadvantages of specific types of equipment, limitations of machine language, special forms considerations, and case studies of successful applications.

The Records Management Seminar consists of fourteen 2 1/2 - hour sessions. The program is designed for records officers and reports management analysts. It covers correspondence, forms, reports, directives, mail, files, records disposition, documentation, source data automation, and survey and audit.

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OCDM'S EASTERN INSTRUCTOR TRAINING CENTER

The Eastern Instructor Training Center, Brooklyn, New York, is one of the major facilities that the Office of Civil and Defense Mobilization has for training Federal, State and local officials and leaders in industry and in the uniformed services in its policies and procedures. The Center develops instructors who will return to their home communities and conduct training within their own organizations.

These courses will be offered during the remainder of fiscal year 1962:

- Civil and Defense Mobilization for Instructors
- Radiological Monitoring for Instructors
- Radiological Defense Decontamination
- Introduction to Chemical & Biological Warfare Defense
- Civil Defense for Administrative Officers
- Radiological Defense - Officers
- Shelter Survey Techniques and Requirements
- Principles of Organization for Instructors
- Emergency Operations for Instructors
- Civil and Defense Mobilization (Religious Affairs)
- Intelligence and Bomb Damage Assessment
- Communications for Instructors
- Rescue Operations for Instructors
- Health Aspects of Health Mobilization

ATTENTION: TRAINING OFFICERS

Copies of the Fall 1961 issue of Interagency Training Programs, published by the Civil Service Commission, have been forwarded by the Admissions and Information Branch to all Training Officers. If you have not received your copy, call on extension

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READING IMPROVEMENT COURSE - GEORGETOWN UNIVERSITY

25X1

Georgetown University's Psychological Service Bureau (35th and N Streets, N. W.) conducts a nine-week Reading Improvement course each semester. Classes meet three times a week for one hour. The maximum enrollment is twenty and the fee is \$65.00.

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LECTURES AT SENIOR OFFICER COLLEGES

The National War College and Industrial College of the Armed Forces, both located at Fort Leslie J. McNair, send announcements of their monthly lecture schedules to the Office of Training. This schedule is prepared by the Admissions and Information Branch/RS/TR in the form of a Special Bulletin, copies of which are distributed to DDI, DDS and DDP Training Officers. The Bulletin serves as the invitation to Agency employees to attend the lectures. Both Colleges have set requirements for attendance. An employee must have a Top Secret clearance and must be at least a GS-14. Each College has placed certain restrictions on those who attend. We are listing these for the information of prospective guests.

The "off-the-record" basis of the lecture must be respected.

Taking notes or making transcripts by visitors is not authorized.

The privilege of questioning the speaker during the discussion period is not extended to visitors.

All visitors must be present in the auditorium five minutes before the lecture is scheduled to begin.

Visitors will not be admitted after the lecture has begun.

An Agency employee who meets the security and grade requirements for attendance at a lecture and has a need to know the subject matter should have his Training Officer call the External Training Branch/RS/TR on extension . The security and administrative arrangements will be handled by ETB, and Agency badges will serve as identification when reporting to the Colleges.

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PROFESSIONAL MEETINGS AND CONFERENCES

African Studies Association, 20-22 October, Roosevelt Hotel, New York City (L. Gray Cowan, Exec. Secy., Columbia University, 409 West 117 St., New York 27, N. Y.)

American Historical Association, 28-30 December, Sheraton Park and Shoreham Hotels, Washington, D. C. (Boyd C. Shafer, Exec. Secy, 400 A Street, S. E., Washington 3, D. C.)

National Academy of Economics and Political Science, Fall 1961, Washington, D. C. (Emmett Mittlebeler, Exec. Secy., American University, Washington, D. C.)

Society for the History of Technology, 28-30 December, Shoreham Hotel, Washington, D. C. (Melvin Kranzberg, Secy., Case Inst. of Technology, University Circle, Cleveland 6, Ohio)

Inter-American Statistical Institute, Fall 1961 (Pan American Union, Washington 6, D. C.)

International Symposium on Aerospace Nuclear Propulsion, 23-26 October, Las Vegas, Nev. (P. M. Uthe, Lawrence Radiation Laboratory, University of California, Box 808, Livermore, California)

International Symposium on Photoelasticity, 29-31 October, Chicago (Paul D. Flynn, Illinois Inst. of Technology, Chicago 16, Ill.)

International Conference on High Magnetic Fields, 1-4 November, Cambridge, Mass. (H. H. Kolm, Lincoln Laboratory, Massachusetts Inst. of Technology, Lexington 73, Mass.)

Society of Exploration Geophysicists, 5-9 November, Denver (Colin C. Campbell, Box 1536, Tulsa 1, Okla.)

International Conference on the Exploding Wire Phenomenon, 13-14 November, Boston, Mass. (William G. Chace, Thermal Radiation Laboratory, Air Force Cambridge Research Laboratories, Bedford, Mass.)

Conference on Magnetism and Magnetic Materials, 13-16 November, Phoenix, Ariz. (American Inst. of Electrical Engineers, 33 W. 39th St., New York 18, N. Y.)

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MEETINGS AND CONFERENCES (cont.)

International Automation Exposition and Congress, 27 Nov - 1 Dec,
New York (c/o Richard Rimbach Associates, 845 Ridge Avenue,
Pittsburgh 12, Pa.)

Technical Symposium on Technical Progress in Communication Wires
and Cables, 29 Nov - 1 Dec, Asbury Park, N. J. (Howard F. X.
Kingsley, Chairman, Symposium Committee, U. S. Army Signal
Research and Development Laboratory, Fort Monmouth, N. J.)

International College of Surgeons, 2 December, Chicago (Dr. Horace
E. Turner, Secy. Gen., 1516 Lake Shore Drive, Chicago 11, Ill.)

Electron Devices Meeting, 20-21 Nov., sponsored by the Inst. of
Radio Engineers, Shoreham Hotel, Washington, D. C.

Meeting, 24-25 Nov., American Physical Society, sponsored by
AIS, Chicago, Ill.

Winter Meeting, 26 Nov., American Society of Mechanical Engineers,
Statler Hotel, New York City, N. Y.

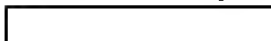
Annual Meeting, American Institute of Chemical Engineers, 3-7 Dec.,
Commodore Hotel, New York.

Eastern Joint Computer Conference, 12-14 Dec., sponsored by the
Institute of Radio Engineers, Sheraton Park Hotel, Washington,
D. C.

Sixth Workshop for Secretaries, sponsored by National Secretaries
Asso. (Int.), 4 Nov. 1961, Mayflower Hotel, Washington, D. C.
(Miss Peggy Slacta), 2800 Connecticut Avenue, N. W., Wash.,
D. C.

MILITARY RESERVIST ACTIVITIES

Active duty training opportunities for Fiscal Year 1962 were announced
in the August Bulletin. Therefore, we are not including the regular Military
Reservist Activities Section in this issue. Information on programs for re-
servists may be obtained from the Mobilization and Reserve Branch/MMPD,



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"Orientation Programs in the Federal Government"

25X1 (Summary of presentation [redacted] Washington, D. C. at American Personnel and Guidance Convention, Denver, Colorado on March 27, 1961.)

Although eighty-seven per cent of the Government agencies which submitted training reports to the U. S. Civil Service Commission in 1959 indicated that they sponsored orientation programs for new employees, these programs vary a great deal from Agency to Agency in terms of content and purpose. At one extreme an orientation program is considered nothing more than an induction interview at which the employee is given personnel forms to fill out, is fingerprinted and given copies of pertinent Agency regulations to study. At the other extreme foreign service agencies, such as the U. S. Information Agency, sponsor extensive orientation programs ranging from four to ten weeks, for personnel preparing for overseas service.

Agencies with field stations in the United States usually leave the responsibility for orientation in the hands of the first line supervisor, although the home office may provide him with orientation materials and other guidelines. In large Agencies in Washington the orientation function is usually a staff function of the Personnel Office or the Training Office.

Most short-term orientation programs are geared toward acquainting the employee with the more personal aspects of job adjustment: insurance, retirement, promotion policies, and the like.

Recently, a study was made of the orientation programs in approximately twenty agencies. A few of these are summarized below:

- a. The Department of Health, Education and Welfare's Public Health Service presents orientation conferences lasting a full week for professional personnel, and a three-day program for sub-professionals and clericals. Emphasis is placed upon the Agency's programs and divisional interrelationships. Often employees are not scheduled until after they have been on the job for several months. Top level interest helps make this program successful.
- b. The Treasury's Bureau of Public Debt waits until thirty days after induction to give additional orientation which covers organization and history of the Bureau, personnel policies, et cetera.
- c. In the National Security Agency a major part of the two-day program deals with the security and administrative aspects of the Agency.

"Orientation Programs" (Cont.)

d. The Bureau of Labor Statistics holds departmental orientation sessions for new employees shortly after they enter on duty. Recently, this Bureau used the appointment of a new Deputy Commissioner as a reason for conducting a series of orientation meetings for all employees, at which they were brought up to date on recent and proposed organizational changes.

e. The Atomic Energy Commission conducts a two-week orientation program for clerical employees just out of high school and a three-day program for more experienced clerical employees. No formal program for new professionals is held.

There is a dearth of systematic research being done on the effectiveness of orientation programs. One study, conducted by the Post Office Department, compared the performance of a group of 100 substitute mail carriers who had received a thirty-five hour formal orientation program with a group which had not received such training.

The Orientated group showed the following:

Forty-two per cent fewer negligent accidents

Forty-two per cent fewer misdeliveries of mail

Fifty-seven per cent fewer occasions of mishandling valuable mail.

Twenty per cent fewer instances of late reporting

Thirty-five per cent fewer relay operation errors.

Sixty-per cent fewer adverse probationary period warnings

Fifty-seven fewer acts of discourtesy

The orientated group possessed a better record in nine of the eleven compared categories. Many of these resulted in substantial financial savings to the agency, as well as the more intangible results of improved employee morale.

A detailed comparison was made between the orientation programs of the Rural Electrification Administration, a typical domestic agency, and the U. S. Information Agency, a foreign service department.

In the R. E. A., a four day program (half-days), geared to the nature of the incoming group, is given to all new employees. The program is given monthly or bimonthly, and employees are scheduled for the first program after they report for duty. Prior to this they receive a brief orientation on the day they arrive. During the four-day program the history, the major programs of the Agency, and its personnel policies are discussed by responsible Agency officials. Six months later employees are asked to fill out a form for the Personnel Office, commenting on both the formal orientation and the on-the-job training programs given by the supervisor.

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"Orientation Programs" (Cont.)

In the U. S. Information Agency all new employees (professional, administrative and clerical) take a one-week program entitled "Introduction to the Agency." Included in the week's program are sessions relating to the communication of ideas, foreign service personnel policies, the work of the public affairs and cultural affairs offices, overseas programs, life abroad, medical problems and social conventions. After the first week of orientation, clerical personnel receive an additional week of "Office Procedures"; junior officer trainees continue with an additional nine weeks of orientation, as do management trainees; all other employees report directly to their jobs.

The additional nine weeks for junior personnel consists of:

- two weeks: American Civilization
- two weeks: International Communications
- one week: National Policy
- two weeks: Communist Strategy
- one week: Agency Administration
- one week: Area Studies

A few tentative conclusions can be drawn from this study of the nature of orientation programs in the Federal Government:

- a. Orientation of new employees has become an accepted responsibility of most Federal Agencies.
- b. By and large, foreign service agencies (USIA, State, etc.) devote more time and attention to orientation programs than do the domestic civilian agencies.
- c. Length, content, and purpose of orientation vary from Agency to Agency. The most successful programs appear to be taking place in Agencies where there is top-level participation in such programs.
- d. Student evaluation was not considered important by most agencies.
- e. There is a need for further study in two areas: (1) to determine the kinds of orientation programs required to meet the needs of different types of employees and different types of Agencies; (2) to determine the kinds of positive changes in attitude and job performance which may or may not take place as a result of such orientation.



Registrar's REMINDERS

Dates of OTR courses for the remainder of 1961 are listed. An asterisk is used in any change in date from one announced in the August Bulletin.

Applications are sent to the Registrar through Training Officers who will notify the applicant of acceptance in a course. Close of registration is the Wednesday before the class begins.

<u>COURSES</u>	<u>DATES OF COURSES</u>
Administrative Procedures (Full-time 120 hrs) 136, <input type="text"/> (Indicate Phase)	16 Oct - 3 Nov
Anti-Communist Operations (Part-time 80 hrs) 0830 - 1230 2103 Alcott	30 Oct - 24 Nov
Budget and Finance Procedures (Full-time 80 hrs) 132, <input type="text"/>	13 Nov - 24 Nov
CIA Review (Part-time 2 hrs) (Form 73 is not required. Register with TO)	14 Nov 12 Dec
Clerical Refresher Program (Part-time 20 to 30 hrs) 508, 1016 16th Street Pre-test for Shorthand on the Thursday before beginning date of course. Hours for test: 0930 - 1100	16 Oct - 10 Nov 20 Nov - 15 Dec

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COURSES

DATES
OF COURSES

Communist Party Organization & Operations
(Part-time 80 hrs)
0830 - 1230
2103 Alcott

27 Nov - 22 Dec.

Conference Techniques
(Part-time 24 hrs)
Mon, Wed
0930 - 1130
2027 R&S

23 Oct. - 29 Nov

Dependents Briefing
(Part-time 6 hrs)
117 Central

7 Nov - 8 Nov
5 Dec - 6 Dec

Effective Speaking
(Part-time 24 hrs)
Mon, Wed
0930 - 1130
2027 R&S

4 Dec - 22 Jan 62

Intelligence Orientation
(Full-time 120 hrs) (Indicate Phase)
R&S Auditorium
(Intell. Products Exhibit - 8 Nov - 0900 - 1200)

3 Nov - 24 Nov *

Intelligence Research - Maps & Photo -
Interpretation
(Part-time 45 hrs)
M-W-F 0900 - 1200
2027 R&S

To be announced

Intelligence Review
(Full-time 80 hrs)

To be announced

Management
(Part-time 40 hrs)
0830 - 1230
155,
GS-14 and above

30 Oct - 9 Nov *

Operations Support
(Full-time 200 hrs)
136,

13 Nov - 15 Dec

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COURSES

DATES
OF COURSES

Supervision

(Part-time 40 hrs)

0830 - 1230

155,

GS 5-9

20 Nov - 24 Nov
(Ft - 40 hrs)

GS 10 and above

4 Dec - 15 Dec

Survey of Supervision and Management

(Part-time 20 hrs)

0830 - 1230

155,

13 Nov - 17 Nov

Writing Workshops

(Part-time 28 hrs)

T-Th 0830 - 1200

Basic

21 Nov - 14 Dec

Intermediate

21 Nov - 14 Dec

Intermediate (DDS only)

21 Nov - 14 Dec

Pretest for Interim and Adv Writing Workshops

will be given: 6 Nov - 11 Dec (1330 hrs, 1331 R&S)

USSR - Basic Country Survey

23 Oct - 3 Nov *

(Full-time 80 hrs)

2241 R&S

LANGUAGE COURSES

There are no part-time or full-time language courses scheduled to begin during the remainder of 1961. Dates for 1962 courses will be included in the next Bulletin.

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October 1961

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OPERATIONS COURSES

<u>CODE</u>	<u>DATES OF COURSES</u>
<u>402</u> (Full-time) 240 hrs	To be announced
407 (Part-time) 60 hrs	27 Nov - 15 Dec
409 (Full-time) 80 hrs	27 Nov - 8 Dec
<u>416</u> (Full-time) 160 hrs	20 Nov - 15 Dec
417 (Full-time) 120 hrs	23 Oct - 10 Nov
418 (Part-time) 4 1/2 hrs (afternoon)	1 Nov, 13 Dec
420 (Full & Part-time) 80 hrs	30 Oct - 17 Nov
<u>425</u> (Full-time) 160 hrs	To be announced
427 (Part-time) 40 hrs (afternoons)	13 Nov - 24 Nov
428 (Full-time) 80 hrs	4 Dec - 15 Dec 4 Dec - 15 Dec
429 (Part-time) 60 hrs	27 Nov - 15 Dec
436 (Full-time) 160 hrs	23 Oct - 17 Nov
<u>439</u> (Full-time) 160 hrs	30 Oct - 22 Nov
442 (Full-time) 80 hrs	23 Oct - 3 Nov

The underlined codes designate courses which are conducted at the
 Registration for these closes two weeks
before the starting date; for others it is one week (with exception
of 436, which requires four weeks).

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TO : OTR Registrar, 2026 Barton Hall

FROM :

SUBJECT : Survey of Interest in Off-Campus Programs

1. I am interested in enrolling in an after-hours course for academic credit to be conducted at the new Headquarters Building beginning with the Spring Semester 1962.

2. I am qualified to pursue academic study under auspices of any of the schools or colleges checked below.

☐ GWU College of General Studies

☐ AU School of International Service

☐ AU School of Government and Public Administration

☐ AU School of Business Administration

☐ Other: _____

3. My preference is for one of these courses:
First Choice:

Second Choice:

(For assistance on being as specific as possible about the preferences above, you may wish to examine appropriate brochures in 2003 Barton Hall or to call _____)

4. Other employees who may be interested in this same course are:

5. For follow-up on this initial survey, I can be reached on extension _____.

TO REMOVE CUT ALONG THIS LINE

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